



City of Madison
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Community & Economic Development**
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DRAFT



City of Madison, Wisconsin **2016 Action Plan**

for the period **January 1, 2016** through **December 31, 2016**

*Planned investments in community & neighborhood development projects and related efforts
toward achieving the objectives described in Madison's 2015-2019 Consolidated Plan*

City of Madison Community Development Division

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Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

The City of Madison Community Development Division (CDD) receives federal formula funds annually from the U.S. Department of Housing and Urban Development (HUD). As a condition of receiving these funds, the City is required to develop a one-year Action Plan that articulates the community development goals on which it will focus these funds. This Action Plan covers the period January 1, 2016 through December 31, 2016. During this period, the City anticipates it will receive the following Federal formula funds:

- Community Development Block Grant (CDBG)
- HOME Investment Partnerships Program (HOME)
- Emergency Solutions Grant (ESG)

In addition to the formula funds listed above, the City expects to administer U.S. Department of Energy (DOE) Energy Efficiency and Conservation Block Grant (EECBG) funds and HUD Continuum of Care (CoC) funds.

These funds will be used to meet goals and objectives established and approved by the Division's CDBG Committee and the City of Madison Common Council. The Plan's goals and objectives were developed in consultation with citizens, nonprofit organizations, developers, businesses, funding partners, schools and other governmental bodies. Their overarching purpose is to support the development of viable communities with decent housing, suitable living environments and economic opportunities for the City's low- to moderate-income households.

The Community Development Division will pursue these goals and objectives by working with the nonprofit community, housing developers, neighborhood groups, associated businesses, stakeholders, labor union representatives, other local government entities, residents and partners. The Division will also work closely with several other City agencies to jointly plan, implement and evaluate the Plan's core activities.

Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview

The 2016 Action Plan includes the four goals outlined below, all targeting community needs related to affordable housing, economic development and employment, and strengthening neighborhoods.

Goal 1 - Affordable Housing: Provide decent, safe and sanitary affordable housing opportunities for low- and moderate-income households in order to enhance household, neighborhood and community stability.

- Objective 1.1, **Housing Supply:** Preserve, improve and expand the supply of affordable housing for homeowners and renters.
- Objective 1.2, **Housing Assistance:** Improve housing stability for homebuyers, renters, homeless and special needs populations.

Goal 2 - Economic Development & Employment Opportunities: Expand employment opportunities and enhance neighborhood vitality by supporting new and existing businesses.

- Objective 2.1, **Job Creation and Community Business Development:** Create jobs, particularly for under-represented individuals, by supporting new or expanding businesses.
- Objective 2.2, **Small Business Development:** Assist entrepreneurs, particularly those from populations that are under-represented, seeking to start or grow small businesses and micro-enterprises (as defined by HUD) that create jobs.
- Objective 2.3, **Adult Workforce Preparedness:** Provide needed support and opportunities to help individuals overcome barriers to gainful employment and achieve economic stability.

Goal 3 - Strong & Healthy Neighborhoods: Strengthen neighborhoods through strategic investments in physical assets and amenities like neighborhood centers, community gardens or other community facilities, as well as other planning and revitalization efforts.

- Objective 3.1, **Neighborhood Centers & Community Gardens:** Create, enhance, or sustain the development and operation of physical assets, such as neighborhood centers, community gardens or other physical amenities that help bring people of diverse backgrounds together, serve as neighborhood focal points, or help residents develop skills or take advantage of opportunities that will strengthen neighborhoods.
- Objective 3.2, **Capital Improvements for Community Organizations:** Create or improve safe, accessible, energy-efficient and well-maintained community and neighborhood facilities.
- Objective 3.3, **Neighborhood Revitalization Plans & Projects:** Help residents within designated neighborhoods identify, plan for and implement projects and activities that promise to enhance the quality of life for neighborhood residents.

Goal 4 - Program Administration: Administer the Community Development program to meet community needs and funder requirements by developing, guiding and managing activities that generate long-term impact and self-sufficiency.

This Action Plan allocates a total of approximately \$8.5 million in anticipated 2016 Community Development Block Grant, HOME and ESG Entitlement funds, City HOME Match funds, City funds, State HCRI funds, CDBG and HOME program income, and other funds to support the Community Development program. If additional Entitlement funds are made available, the CDD and the CDBG Committee will distribute the funds according to "B-List" funding recommendations approved during the 2015-2016 funding process. Funds in excess of these previously approved allocations will be made available as part of the currently established reserve funds for agencies to access throughout the year. The City used allocation percentages in the 2015-2016 Community Development Program Goals and Objectives to distribute the funds.

Evaluation of past performance

The City of Madison continually strives to improve the performance of its operations and that of its funded agencies. During 2015, the first year of the City's current 2015-2019 Consolidated Plan, the Community

Development Division invested over \$7.9 million in the community to meet the goals and objectives outlined in the City's 2015 Action Plan. CDBG, HOME and ESG funds were targeted primarily toward affordable housing, economic development and employment opportunities, and strong and healthy neighborhoods.

For a more detailed summary of the City's evaluation of its past performance, previous Consolidated Annual Performance and Evaluation Reports (CAPERs) can be viewed on the City's website at www.cityofmadison.com/cdbg.

Summary of citizen participation process and consultation process

The City's Community Development Division, in coordination with its CDBG Committee, developed this 2016 Action Plan and its 2015-2019 Consolidated Plan with consultation from a diverse group of individuals and organizations. Public hearings on a draft 2016 Action Plan were held on February 4 and May 5, 2016. The Action Plan flows from the 2015-2019 Consolidated Plan which was approved by HUD in July of 2015. Projects included in the 2016 Action Plan were approved at publicly noticed meetings of the CDBG Committee and Common Council, including final approval on November 10, 2015 as part of the City of Madison's 2016 Operating Budget. A limited number of others were approved subsequently at publicly noticed meetings of the CDBG Committee and Common Council.

As part of the larger five-year planning process that includes the 2016 Action Plan period, the City conducted nine focus group meetings between November 11, 2013 and January 16, 2014 to gather input regarding Madison's top community development needs. Citizen participation was also solicited through an electronic survey sent to over 700 email recipients, forwarded through a community listserve, and made available on the City of Madison's homepage, accessible via Dane County public library computers. Paper copies of the survey were distributed to libraries, public housing sites and homeless shelters. A total of 954 individuals responded to the survey.

During its development, the Consolidated Plan was discussed at publicly-noticed CDBG Committee meetings where specific opportunity for public comment is always provided. The draft Plan was made available for review via electronic notification to a diverse array of citizens, agencies, developers, other funders and governmental bodies, and was also posted on the Community Development Division's website. Paper copies were made available for review at all public libraries and City-funded neighborhood centers. A public hearing was held on November 14, 2013 to solicit public comment on needs, trends, and potential obstacles for 2015-2019. An additional public hearing to solicit input on the draft 2015-2019 Consolidated Plan was held on October 9, 2014. Finally, the Plan was provided to the Common Council on December 2, 2014, where another opportunity for public comment was provided. All meeting locations were accessible to persons with disabilities, and all meeting notices included information about how to request accommodation, such as a translator or signing assistance.

Summary of comments or views not accepted and the reasons for not accepting them

Not applicable.

The Process

PR-05 Lead & Responsible Agencies 24 CFR 91.200(b)

Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	MADISON	Community Development Division
HOME Administrator	MADISON	Community Development Division
ESG Administrator	MADISON	Community Development Division

Table 1 – Responsible Agencies

Lead Agency

The City of Madison has designated its Community Development Division as the lead agency for administration of the CDBG, HOME and ESG programs. The City CDBG Committee serves as the lead policy body overseeing the development of the Consolidated Plan, the annual Action Plan and related community development programs. The City works with numerous community-based organizations, partners, businesses and funders, as well as other City of Madison departments to plan, develop, implement and evaluate activities outlined in this Plan.

AP-10 Consultation - 91.100, 91.200(b), 91.215(I)

This section includes consultation the City of Madison Community Development Division utilized to reach out to various community partners.

Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I)).

Public hearings on the draft 2016 Action Plan were held on February 4, 2016 and May 5, 2016. In addition numerous focus groups, general meetings and two public hearings were held as part of the larger planning process for the 2015-2019 Consolidated Plan. The 2016 Action Plan fits within the larger context of this overall five-year Plan.

The Community Development Division, in coordination with the CDBG Committee, developed the Action Plan to be consistent with its five-year Consolidated Plan and in consultation with diverse groups and organizations. These included nonprofit partners, housing developers, other funders and other governmental bodies. Throughout the five-year planning process, a number of themes coalesced, which resulted in the development of the goals and objectives outlined in both the Action Plan and the Consolidated Plan. Affordable housing for both renters and homeowners, economic development and employment opportunities, and strong and healthy

neighborhoods were all identified as key current and emerging needs. In addition, the need for continued coordination and collaboration with agencies, schools, local governments, and other funders was discussed.

The City's Community Development Division regularly participates alongside and coordinates with local nonprofits, community service groups and funders. Community Development Division staff meet regularly with groups such as the Dane County Continuum of Care, Neighborhood Center Directors, and Home Buyers Round Table. In addition, staff participates in various ad hoc City committees, such as Community Gardens, Housing Strategy, Civil Rights, Urban Design and Planning, Economic Development and Community Services Committees – all in an effort to improve service delivery and initiate systematic improvements for low-income and underserved populations. Community Development Division staff also work regularly on housing-related issues with staff of the City's Community Development Authority (CDA).

The, Community Development Division, in coordination with the CDBG Committee, worked with a diverse array of groups and organizations at various public and accessible locations as part of both its annual Action Plan process and its related five-year Consolidated Plan process. Among those are the following: Affordable housing providers

- After school programs
- City/County government
- Community gardens
- Economic development organizations
- Funding organizations
- Homeless shelters and providers
- Neighborhood Centers
- Persons experiencing homelessness
- Persons with disabilities
- Persons with mental illness
- Residents
- Seniors
- Veterans organizations

Examples of the City's activities intended to enhance coordination include the following:

- The chairs of the City's Community Development Authority, the Housing Strategy Committee and the CDBG Committee meet regularly to discuss the City's housing and community development programs and to coordinate regarding their implementation.
- CDD staff participates regularly in City/County Public Health Department brown bag forums that focus on community health improvement.
- Through membership on the Equity Team, CDD staff participates regularly in the citywide Racial Equity and Social Justice Initiative.
- CDD staff members serve on, and frequently lead, the City's multi-agency Neighborhood Resource Teams, which were established to enhance and improve the provision of City services to neighborhoods.
- CDD staff coordinates regularly with Dane County and area nonprofits as part of a significant construction employment initiative designed to increase the number of women and people of color employed in the construction trades.

- As part of its work to affirmatively further fair housing, the CDD coordinates with City planning staff and local nonprofits to encourage non-traditional housing types; coordinates with the CDA in development of a Comprehensive Housing Strategy; and resists neighborhood opposition to affordable housing. A summary of actions to address identified impediments to fair housing choice is included in Appendix B.

The CDD also regularly participates alongside, and coordinates with, other funders such as United Way, Dane County, the local CoC and various community nonprofits. Staff from the CDD meets with several groups, including the Homeless Services Consortium, Third Sector Housing, Home Buyers Round Table, and various ad hoc City committees, such as Community Gardens, Housing, Civil Rights, Planning, Economic Development and Community Services. The goal is to improve delivery methods and initiate systematic improvements.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

The City of Madison is an active partner with the Dane County Continuum of Care (CoC), known locally as the Homeless Services Consortium (HSC). Together they assess the ongoing needs of homeless populations and those at risk of homelessness, and respond with new or expanded services and programs as resources become available. The City of Madison is the collaborative applicant for the annual federal CoC application to HUD, and also serves as the lead administrator for CoC data collection. The City also currently provides staffing for the HSC Board of Directors, which meets on a monthly basis to discuss homeless needs.

Through its membership in the Homeless Services Consortium, the City has implemented a number of recommendations from the *Community Plan to Prevent and End Homelessness in Dane County*. This plan was developed in collaboration with the City, County, United Way and HSC, and has served as a blueprint for ending homelessness in Madison and Dane County. In 2016, the City will be assisting in efforts to update the Plan, so that it can continue to serve as a guide for local stakeholders and funders.

The City has long supported, and will continue to give preference to, projects that develop permanent supportive housing units that serve special needs populations. An example of this commitment is the City's Rethke Road permanent supportive housing project that is under construction and nearing completion. That project will provide 60 units of permanent supportive housing for homeless individuals. The City is currently partnering with the same housing developer and a local service provider as it pursues a permanent supportive housing project for families on the city's west side. The City also uses General Purpose Revenue and Emergency Solutions Grants to fund outreach efforts that connect chronically homeless youth and adults with housing and services provided by CoC agencies.

These services include the following:

- Case management
- Daytime shelter
- Eviction prevention
- Job training
- Legal advocacy and mediation
- Mental illness case management
- Rapid re-housing
- Sober living programs

- Transitional housing
- Fair housing

The City also provides significant support for the local coordinated entry intake process, with the goal of bolstering access to housing and related services for vulnerable underserved populations such as veterans, youth and families. The immediate goal of this system is to move more individuals from homelessness to stable housing as quickly as possible.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS.

Dane County CoC has a Board of Directors that oversees a number of committees that guide the CoC's objectives,. These include Shelter Providers, Legislative, Performance and Program Evaluation, Data Collection and Funders Committees. In its role as partner in the CoC, the City of Madison ensures that City staff either participates in or partners in a leadership role on most of these committees. Through this work, a set of written standards has been developed for use in developing proposals for homeless facilities and services, when developing funding recommendations and when administering ESG and other homeless-focused funds. HSC members are regularly notified, through an email distribution list, of key CDBG Committee meetings where input is being solicited on plans and performance outcomes.

Notifications regarding City funding processes are sent via e-mail distribution and newspaper advertisement. The City reviews written applications from those who apply for ESG and other homeless-related funds. The allocation and award process includes negotiation with the applicant regarding its performance goals, as well as CDBG Committee approval of the grant award and outcomes. Each written agreement includes a scope of service and standards for assessment of performance. Quarterly, the Performance Committee of the CoC reviews information from the Homeless Management Information System (HMIS) to determine program effectiveness. As part of the HMIS process, the City facilitates the HMIS operations of the CoC through its representation on the HMIS Advisory Board. This role includes City staff participation in the development of funding policies and procedures related to administration of the HMIS system within Wisconsin. The City currently contributes approximately 2.5% of its annual ESG allocation and a portion of its State funding to the operation of the HMIS system.

Action` Plan Public Contact Information

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Other local/regional/state/federal planning efforts considered when preparing the Plan

{ 2016 table forthcoming }

Table 2 – Other local / regional / federal planning efforts

AP-12 Participation - 91.105, 91.200(c)

Summarize citizen participation process and how it impacted goal-setting.

On a regular and ongoing basis, the City's CDBG Committee serves as the main citizen participation resource for the community development process. The Committee meets monthly and regularly provides time within each meeting for public comments and presentations. The Committee annually holds at least two public hearings to assess the overall progress of its investment program and to solicit feedback about future and emerging needs within the community. In addition to the two public hearings held in conjunction with the Action Plan, monthly CDBG meetings were used to solicit input and share information. The City's CDBG unit staff undertook significant citizen participation efforts as part of its larger five year plan. Among those efforts were an extensive survey sent to over 700 email recipients and distributed at various public locations as well as and numerous focus groups

As a policy committee with members appointed by the Mayor, the CDBG Committee also serves as a primary mechanism for citizen participation regarding the City's community development program. The Committee includes 11 membership slots, including three for Alders and three for low- to moderate-income individuals. The Committee is the lead policy making group for the community development program and listens to and acts upon recommendations from citizens, community groups, nonprofit agencies and businesses as it plans for, makes funding recommendations and evaluates of the overall program.

The CDBG Committee meets regularly on the first Thursday of each month and in addition as needed. The Committee also holds at least two public hearings annually to assess the overall progress of its investment program, and to hear about future and emerging needs within the community. In the year leading up to the preparation of the 2016 Action Plan, the Committee regularly held discussion and received public comment regarding the use of HOME, CDBG and ESG and well as other local, State and federal funds. All funding recommendations and or decisions were made in publicly noticed and open public meetings.

The CDBG Committee and CDD have initiated and/or participated in a number of outreach and consultation efforts designed to broaden participation from community groups and other stakeholders:

- Provide an extensive website at: www.cityofmadison.com/cdbg to report on five-year goals, annual projects and special issues. The site includes a means to directly comment on any aspect of the Plan or the program.
- Advertise in the community newspaper (Wisconsin State Journal) and in culturally specific local publications such as Madison Times, Capital City Hue and La Comunidad.
- Provide staff representation on the City's seven neighborhood resources teams (NRT's), regularly soliciting comments on emerging community needs and recommended solutions.
- Actively participate in various groups such as the Homeless Services Consortium, the City-County Homeless Issues Committee, the Dane County Foreclosure Task Force, Home Buyers Round Table, and other groups related to housing and issues.
- Meet quarterly with the neighborhood center directors to better understand emerging needs in neighborhoods throughout the City and develop effective strategies to meet these needs.
- Hold meetings with nonprofit service providers and stakeholders in targeted neighborhoods.
- Meet with service groups that work with underrepresented populations (e.g. La Sup).
- Provide interpreters at meetings as needed.
- Provide information in alternate formats as needed.

The Community Development Division initiated several efforts to broaden the outreach and participation of various community groups. In an effort to gather additional input, the draft Consolidated Plan was made available for review at an array of public libraries and neighborhood centers. CDD used the following processes to receive input on the Consolidated Plan process as the draft report was introduced:

- Posted the draft Plan on the Division website. CDD operates an extensive website at www.cityofmadison.com/cdbg. The site includes a means to directly comment on any aspect of the Plan.
- Advertised via community newspapers, and specific homeless, housing and business email distribution lists, regarding public hearings on the draft Plan.
- Sent the draft Plan to the Neighborhood Resource Teams as part of a strategy to gather input from underserved communities.
- Continued to seek feedback from community partners, residents and local organizations regarding needs the City should be addressing with HUD funding.

The complete Citizen Participation Plan for the City of Madison Community Development Division can be found in Appendix A.

Citizen Participation Outreach

{ 2016 table forthcoming }

Table 3 – Citizen Participation Outreach

Annual Action Plan

AP-15 Expected Resources – 91.220(c)(1,2)

The anticipated resources articulated in the Action Plan are based on assumptions about 2016 funding levels. Because funding levels are subject to annual Congressional appropriations and changes in funding distribution formulas, the Plan’s accomplishment projections and planned activities may be subject to commensurate changes.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 2				Expected Amount Available Reminder of Con Plan	Narrative Description
			Annual Allocation	Program Income	Prior Year Resources	Total		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,697,405	1,983,697	204,487	3,885,589	8,240,942	Estimated five-year average annual CDBG Entitlement allocation: \$1,503,068
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	1,049,137	511,732	0	1,560,869	3,171,851	Estimated five-year average annual HOME PJ allocation: \$679,530

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 2				Expected Amount Available Reminder of Con Plan	Narrative Description
			Annual Allocation	Program Income	Prior Year Resources	Total		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	149,702	0	0	149,702	435,292	Estimated five-year average annual HESG Entitlement allocation: \$145,995
Other	private	Services	18,605	0	0	18,605	57,029	Estimated five-year average annual Future Madison allocation: \$18,716
Other	public - state	Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Services Transitional housing Other	497,114	0	0	497,114	1,089,160	Estimated five-year average annual state ETH allocation: \$363,053
Other	public - state	Homebuyer assistance	0	110,713	343,467	454,180	450,000	Estimated \$300,000 awarded per 2-year HCRI grant period
Other	public - local	Housing Services	2,861,165	0	3,051,595	5,912,760	9,990,810	Estimated five-year average annual City allocation: \$2,168,366

Table 4 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied.

The City developed this Action Plan with the expectation that the Federal government will provide approximately \$2.9 million for the 2016 program year, through such grant programs as CDBG, HOME and HESG. The City expects to leverage these funds with its own housing funds, as well as State of Wisconsin funds for homeless services and homebuyer assistance.

If appropriate, describe publicly-owned land or property located within the jurisdiction that may be used to address the needs identified in the Plan.

Not applicable.

AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Needs Addressed	Funding	Goal Outcome Indicator
1	Housing Supply	2016	2016	Affordable Housing	Affordable Housing	CDBG: \$880,746 HOME: \$1,014,913 City of Madison: \$3,051,595	34 units of rental housing constructed 4 units of homeowner housing added 206 units of homeowner housing rehabilitated
2	Housing Assistance	2016	2016	Affordable Housing Homeless Non-Homeless Special Needs	Affordable Housing	CDBG: \$342,841 HOME: \$540,043 ESG: \$138,474 City of Madison: \$1,003,971 ETH (ESG / THP / HPP): \$485,447 HCRI: \$449,180	59 homebuyers provided with direct financial assistance 8,353 homeless persons assisted with overnight shelter 1,753 persons assisted through homelessness prevention services
3	Job Creation and Community Business Development	2016	2016	Non-Housing Community Development	Economic Development and Employment Opportunities	CDBG: \$1,149,000	48 jobs created
4	Small Business (Micro-Enterprise) Development	2016	2016	Non-Housing Community Development	Economic Development and Employment Opportunities	CDBG: \$405,102	53 businesses assisted
5	Adult Workforce Development	2016	2016	Non-Housing Community Development	Economic Development and Employment Opportunities	City of Madison: \$629,080	3,283 job-seekers assisted through employment training
6	Neighborhood Centers and Community Gardens	2016	2016	Non-Housing Community Development	Strong and Healthy Neighborhoods	CDBG: \$375,225 City of Madison: \$1,089,831 Future Madison: \$18,605	64,858 persons assisted through participation in neighborhood centers and/or gardens activities

Sort Order	Goal Name	Start Year	End Year	Category	Needs Addressed	Funding	Goal Outcome Indicator
7	Capital Improvements for Community Organizations	2016	2016	Non-Housing Community Development	Strong and Healthy Neighborhoods	CDBG: \$54,000	6,000 persons assisted through the creation or improvement of Public Facilities or Infrastructure
8	Neighborhood Revitalization Plans and Projects	2016	2016	Non-Housing Community Development	Strong and Healthy Neighborhoods Effective Planning and Program Administration	CDBG: \$187,380	10,000 persons assisted through concentration neighborhood planning efforts and associated revitalization activities
9	Planning and Administration	2016	2016	Planning / Administration	Effective Planning and Program Administration	CDBG: \$541,295 HOME: \$149,913 ESG: \$11,228 City of Madison: \$150,000 ETH (ESG / THP / HPP): \$11,667 HCRI: \$5,000	90 contracts managed by CDD staff

Table 5 – Goals Summary

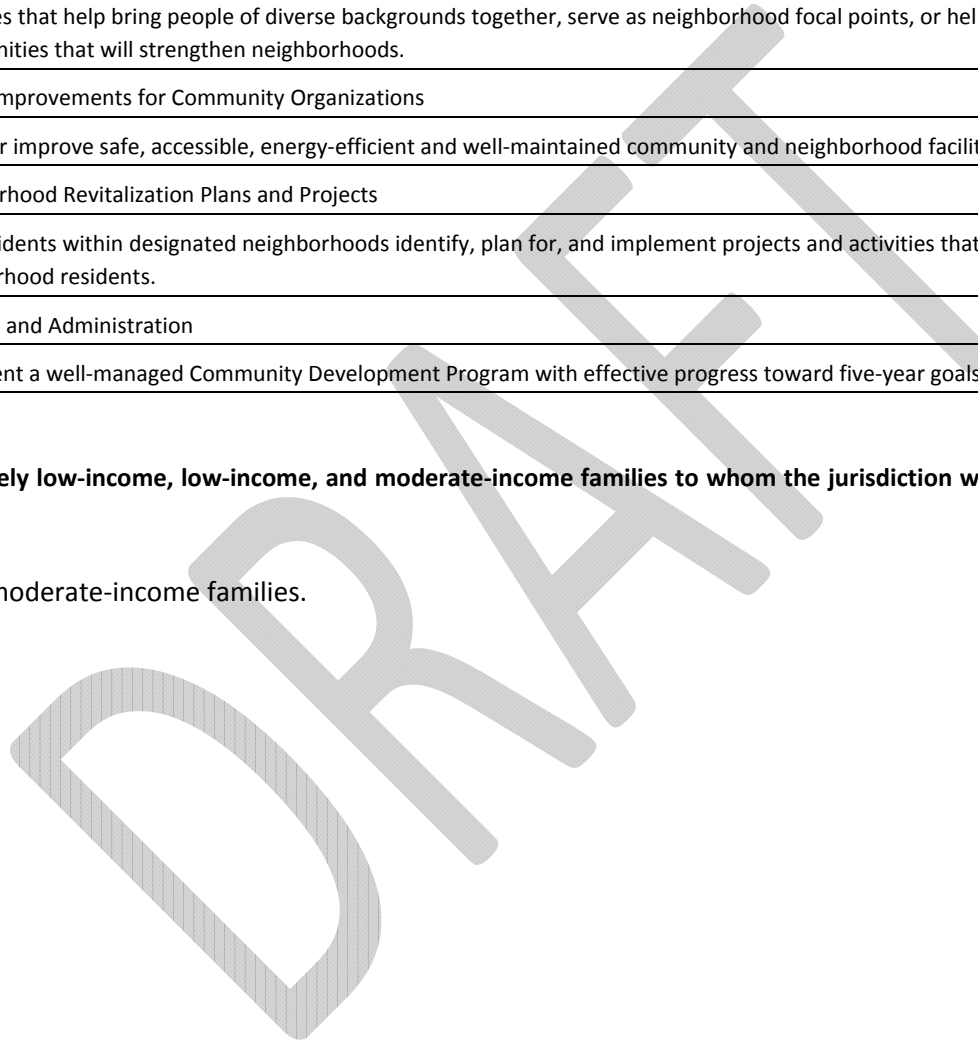
Goal Descriptions

1	Goal Name	Housing Supply
	Goal Description	Preserve, improve and expand the supply of affordable housing for homeowners and renters.
2	Goal Name	Housing Assistance
	Goal Description	Improve housing stability for homebuyers, renters, homeless and special needs populations.
3	Goal Name	Job Creation and Community Business Development
	Goal Description	Create jobs, particularly for under-represented individuals, by supporting new or expanding businesses.
4	Goal Name	Small Business (Micro-Enterprise) Development
	Goal Description	Assist entrepreneurs, particularly those from under-represented populations, seeking to start or grow small businesses and micro-enterprises (as defined by HUD) that create jobs.
5	Goal Name	Adult Workforce Development
	Goal Description	Provide needed support and opportunities to help individuals overcome barriers to gainful employment and achieve economic stability.

6	Goal Name	Neighborhood Centers and Community Gardens
	Goal Description	Create, enhance, or sustain the development and operation of physical assets, such as neighborhood centers, community gardens or other physical amenities that help bring people of diverse backgrounds together, serve as neighborhood focal points, or help residents develop skills or take advantage of opportunities that will strengthen neighborhoods.
7	Goal Name	Capital Improvements for Community Organizations
	Goal Description	Create or improve safe, accessible, energy-efficient and well-maintained community and neighborhood facilities.
8	Goal Name	Neighborhood Revitalization Plans and Projects
	Goal Description	Help residents within designated neighborhoods identify, plan for, and implement projects and activities that promise to enhance the quality of life for neighborhood residents.
9	Goal Name	Planning and Administration
	Goal Description	Implement a well-managed Community Development Program with effective progress toward five-year goals.

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b):

Approximately 104 low- and moderate-income families.



AP-35 Projects – 91.220(d)

The City of Madison’s Community Development Division, through CDD-staffed citizen committees, makes its funding allocation decisions based on proposals received as part of a two-year RFP process. Through this process, funds are awarded to eligible activities that support the goals and address the priority needs articulated as part of the Strategic Plan. The expected resources cited in the Request For Proposals are based on assumptions about future funding levels, and the allocations awarded to activities are contingent upon the City’s receipt of sufficient funds for the two-year period covered by the RFP.

Projects

#	Project Name
1	Owner-Occupied Housing Rehab
2	Rental Housing Development
3	Owner-Occupied Housing Development
4	Homebuyer Assistance
5	Homeless and Special Needs Populations
6	Housing Resources
7	Job Creation & Community Business Development
8	Small Business (Micro-Enterprise) Development
9	Adult Workforce Preparedness
10	Neighborhood Centers & Community Gardens
11	Capital Improvements for Community Organizations
12	Neighborhood Revitalization Plans & Projects
13	Overall Program Administration
14	ESG16 Madison

Table 6 – Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs.

The allocation of funds for the projects listed in this Action Plan are closely aligned with the top housing and community development needs identified in the needs assessment and housing market analysis, and through input contributed by stakeholders and citizens who participated in the development of the 2015-2019 Strategic Plan.

The primary obstacle to addressing underserved needs continues to be the diminishing availability of funds vis-à-vis the increasing funding needs of the nonprofit agencies with whom the City contracts for services. To illustrate this point, during its 2015-2016 RFP process, the City received 2016 funding proposals requesting over \$4.2 million, in which only an estimated \$2.6 million was projected to be available.

AP-38 Project Summary

Project Summary Information

1	Project Name	Owner-Occupied Housing Rehab
	Goals Supported	Housing Supply
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$540,746 City of Madison: \$15,000
	Description	Preserve and Improve the supply of affordable housing for homeowners
	Planned Activities	Deferred Payment Loan Program PH Home Repair Program
2	Project Name	Rental Housing Development
	Goals Supported	Housing Supply
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$270,000 HOME: \$980,405 City of Madison: \$3,051,595
	Description	Preserve, improve and expand the supply of affordable housing for renters
	Planned Activities	CWD Affordable Rental Housing LSS Tennyson Ridge Rental Housing Development GCI Union Corners Rental Housing Development, Phase I OC Maple Grove Commons Rental Housing Development HI Mifflin/Butler Rental Housing Acquisition & Rehab Housing Development Reserve Fund activities TBD
3	Project Name	Owner-Occupied Housing Development
	Goals Supported	Housing Supply
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$70,000 HOME: \$108,000
	Description	Expand the supply of affordable housing for homeowners
	Planned Activities	CWD Lease-Purchase Program WPHD Affordable Single-Family Housing Development Housing Development Reserve Fund activities TBD
4	Project Name	Homebuyer Assistance
	Goals Supported	Housing Assistance
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$250,000 HOME: \$438,793 HCRI: \$449,180
	Description	Improve housing stability for homebuyers
	Planned Activities	Home-Buy The American Dream (HBAD) Program Habitat Affordable Homeownership for Families MO Homeownership Program

5	Project Name	Homeless and Special Needs Populations <i>[also see Project #14]</i>
	Goals Supported	Housing Assistance
	Needs Addressed	Affordable Housing
	Funding	City of Madison: \$911,130 ETH (ESG / THP / HPP): \$485,447
	Description	Improve housing stability for renters, homeless and special needs populations
	Planned Activities	Briarpatch Youth Shelter Operations CAC Housing Crisis Hotline (Coordinated Intake) Day Shelter and Gap Services TBD DAIS Housing Related Financial Aid DCHS Transportation Services for Homeless HHO Housing First Street Outreach Team LSS Off the Square Club Porchlight Support Services & Operations Porchlight DIGS Program Porchlight Shelter Outreach / Case Manager Porchlight Outreach Worker Porchlight Eliminating Barriers to Stable Housing Porchlight MPL Case Management Project Bubbles Laundry Services for Homeless Sanctuary Storage Temporary Lockers for Homeless TSA Single Women Shelter Case Management Tellurian "ReachOut" (Downtown Outreach) Program TRC Bilingual Housing Resources Specialist YWCA Mifflin Street Housing First YWCA / Time Bank Homeless Restorative Court Program Rent subsidy, shelter, and homelessness prevention activities TBD through 2016 state RFP process
6	Project Name	Housing Resources
	Goals Supported	Housing Assistance
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$92,841 City of Madison: \$81,124
	Description	Provide information or other non-monetary resources to LMI persons, and support access to affordable housing opportunities
	Planned Activities	FHC Fair Housing Services IL Home Modification TRC Bilingual Housing Resources Specialist TRC Housing Counseling, Outreach and Education
7	Project Name	Job Creation & Community Business Development
	Goals Supported	Job Creation and Community Business Development
	Needs Addressed	Economic Development and Employment Opportunities
	Funding	CDBG: \$1,149,000
	Description	Create jobs, especially for under-represented individuals, by supporting new or expanding businesses
	Planned Activities	CWD Neighborhood Revitalization / Equity Fund MDC Business Loan Program Economic Development Reserve Fund activities TBD

8	Project Name	Small Business (Micro-Enterprise) Development
	Goals Supported	Small Business (Micro-Enterprise) Development
	Needs Addressed	Economic Development and Employment Opportunities
	Funding	CDBG: \$405,102
	Description	Assist entrepreneurs, particularly those from populations that are under-represented, seeking to start or grow small businesses and micro-enterprises (as defined by HUD) that create jobs
	Planned Activities	LCC Small Business Technical Assistance MBCB Smarter Black Businesses WWBIC Business Development Loans Economic Development Reserve Fund activities TBD
9	Project Name	Adult Workforce Preparedness
	Goals Supported	Adult Workforce Development
	Needs Addressed	Economic Development and Employment Opportunities
	Funding	City of Madison: \$629,080
	Description	Provide needed support and opportunities to help individuals overcome barriers to gainful employment and achieve economic stability
	Planned Activities	CTI Construction Employment Initiative CTI Skilled Trades Apprenticeship Readiness Training (START) GCC Supporting Successful Employment KH Adult Resource Development Literacy Network College Success Employment Training Literacy Network Meadowood Computer Skills / Employment Literacy LCEC Building Employment and Technology Skills (BEATS) MUM Just Bakery Omega School GED/Basic Skills OFS OPTIONS Program ULGM ADVANCE Employment Services VCNC Latino Academy of Workforce Development VCNC Caminando Juntas Pre-Employment Program WYC Theresa Terrace Adult Employment Program YWCA Comprehensive Employment Services YWCA Yweb Career Academy

10	Project Name	Neighborhood Centers & Community Gardens
	Goals Supported	Neighborhood Centers and Community Gardens
	Needs Addressed	Strong and Healthy Neighborhoods
	Funding	CDBG: \$375,225 City of Madison: \$1,089,831 Future Madison: \$18,605
	Description	Create, enhance or sustain the development and operation of physical assets, such as neighborhood centers, community gardens or other physical amenities that help bring people of diverse backgrounds together, serve as neighborhood focal points, or help residents develop skills or take advantage of opportunities that will strengthen neighborhoods
	Planned Activities	BGC Allied Neighborhood Center Support BGC Taft Neighborhood Center Support BLPW Neighborhood Center Support CGW Community Garden Leadership Development & Self-Management CRC Resilience Neighborhood Center Support EMCC Neighborhood Center Support GCC Neighborhood Center Support KH Neighborhood Center Support LCEC Neighborhood Center Support MSCR Meadowood Neighborhood Center Support NH Neighborhood Center Support Park Edge / Park Ridge Neighborhood Employment Center Operations/Support VCNC Neighborhood Center Support Wil-Mar Neighborhood Center Support WYFC Neighborhood Center Support WYC Theresa Terrace Neighborhood Center Support
11	Project Name	Capital Improvements for Community Organizations
	Goals Supported	Capital Improvements for Community Organizations
	Needs Addressed	Strong and Healthy Neighborhoods
	Funding	CDBG: \$54,000
	Description	Create or improve safe, accessible, energy-efficient and well-maintained community and neighborhood facilities
	Planned Activities	Acquisition/Rehab Reserve Fund activities TBD
12	Project Name	Neighborhood Revitalization Plans & Projects
	Goals Supported	Neighborhood Revitalization Plans and Projects
	Needs Addressed	Strong and Healthy Neighborhoods Effective Planning and Program Administration
	Funding	CDBG: \$187,380
	Description	Help residents within designated neighborhoods identify, plan for, and implement projects and activities that promise to enhance the quality of life for neighborhood residents
	Planned Activities	Concentration Neighborhood Planning Neighborhood Revitalization Projects (Census Tracts TBD)

13	Project Name	Overall Program Administration
	Goals Supported	Planning and Administration
	Needs Addressed	Effective Planning and Program Administration
	Funding	CDBG: \$541,295 HOME: \$149,913 City of Madison: \$150,000 ETH (ESG / THP / HPP): \$11,667 HCRI: \$5,000
	Description	Provides staffing for City Community Development Program development, staffing of CDD Committees, contract development and monitoring, and general program management; also provides support services including affirmative action, public information, historic preservation, administrative, and bid services
	Planned Activities	Direct Administration and Support Services Futures Fund Reserve activities TBD
14	Project Name	ESG16 Madison <i>[also see Project #5]</i>
	Goals Supported	Housing Assistance
	Needs Addressed	Affordable Housing
	Funding	ESG: \$149,702
	Description	Improve housing stability for homeless
	Planned Activities	ESG16 Homelessness Prevention, including: - Porchlight DIGS Program - TRC Bilingual Housing Specialist - TRC Housing Mediation Services ESG16 Shelter, including: - TSA Emergency Family Shelter (Warming House) ESG16 Rapid Re-Housing, including: - Porchlight DIGS Program ESG16 HMIS Services ESG16 Administration

AP-50 Geographic Distribution – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

The City of Madison is part of a dynamic and growing region, is the seat of the State of Wisconsin and Dane County government, and has more than 100 very active neighborhood, business and community organizations. Madison is also home to the University of Wisconsin, a nationally respected research institution known for a tradition of academic excellence. The City includes parts of three lakes, and is located upon an isthmus, which gives the City its defining geographical characteristics.

The City has chosen to describe its goals and objectives primarily in terms of the functional components of a well-developed community: providing affordable housing, expanding employment opportunities and enhancing neighborhood vitality by supporting new and existing businesses, and strengthening neighborhoods by providing opportunities that expand neighborhood cohesion and stability. The City has identified within each goal area a geographic priority to stabilize or improve areas of high priority to the City, including Neighborhood Resource Teams focus areas. These areas are comprised of neighborhoods that have high concentrations of poverty.

The City also intends to prioritize and allocate a small portion of its funds annually (approximately 4% of CDBG entitlement funds) to activities that seek to improve neighborhoods, and provide a low/moderate area (LMA) benefit. These efforts will focus on the Neighborhood Revitalization Plans & Projects objective within the Plan.

The City's Neighborhood Revitalization Program targets neighborhoods with high concentrations of low- and moderate-income persons for a special planning and project development process. The CDBG Committee and Common Council (using census tract data, such as number of LMI individuals, race, ethnicity, age and housing tenure) selects appropriate target neighborhoods for this process. The process involves a three-year period for each neighborhood, with the first year involving close work with a neighborhood association and a steering committee composed of representatives of the area. This steering committee works closely with the support of a CDBG-funded City planner to identify the neighborhood's needs and develop a neighborhood plan. This planning phase is followed by two years of active funding by the City, a process which encourages the development of neighborhood activities, and rewards the hard work and commitment of neighborhood residents in considering their neighborhood's needs.

Rationale for the priorities for allocating investments geographically

Census Tracts where 51% of the individuals meet HUD's low/moderate-income standards (80% or less of the area median income) are identified as target areas for investment. (See the map included as Appendix D, for census tracts identified by the City as target areas for the current Strategic Plan and Year 1's Action Plan.)

The City also considers Neighborhood Resource Team (NRT) areas with high concentrations of poverty a priority for investment. (See map in Appendix C for NRT areas identified by the City as high priority.)

AP-55 Affordable Housing – 91.220(g)

One-Year Goals for the Number of Households to be Supported	
Homeless	{ 2016 figures forthcoming }
Non-Homeless	{ 2016 figures forthcoming }
Special-Needs	{ 2016 figures forthcoming }
Total	{ 2016 figures forthcoming }

Table 7 - One Year Goals for Affordable Housing by Support Requirement

One-Year Goals for the Number of Households Supported Through	
Rental Assistance	{ 2016 figures forthcoming }
The Production of New Units	{ 2016 figures forthcoming }
Rehab of Existing Units	{ 2016 figures forthcoming }
Acquisition of Existing Units	{ 2016 figures forthcoming }
Total	{ 2016 figures forthcoming }

Table 8 - One Year Goals for Affordable Housing by Support Type

AP-60 Public Housing – 91.220(h)

Actions planned during the next year to address the needs to public housing

The City's Community Development Authority is in the process of developing a master plan for an area known as the Triangle. It is the City's largest public housing site, containing over 300 units of Public and Section 8 housing. Once the master plan is complete, the City will use it as a guide for the development of additional units. The City does not have specific plan to build additional unit of public housing units in 2016.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

The CDA does not have a Resident Management Corporation or a Public Housing Homeownership Program.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

Not applicable.

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Describe the jurisdictions one-year goals and actions for:

- **Reducing and ending homelessness, including reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs.**
- **Addressing the emergency shelter and transitional housing needs of homeless persons.**
- **Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.**
- **Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.**

See sections AP-20, AP-35 and AP-38 of this Action Plan.

AP-75 Barriers to Affordable Housing – 91.220(j)

The cost of developing, maintaining, and improving affordable housing in the City of Madison is affected by several key factors. Among the most important of these are the time it takes developers to take a project from start to finish; the clarity and ease of use of zoning codes; and property tax policies. The City has identified these as barriers to affordable housing and is in the process of implementing strategies to remove their negative effects.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

The City's Department of Planning and Community & Economic Development is currently pursuing a policy change that would exempt developers of affordable housing projects from the normally required park impact fees. Such a policy change would result in significant cost savings for affordable housing projects and thus facilitate their development.

The City zoning code is one of the primary tools the City uses to regulate development. The code has sometimes been confusing and difficult for developers to use. In 2013, the City completed a major rewrite of its zoning code (MGO Chapter 28). The result was a much-improved code that is easier for affordable housing developers to use and understand. The previous code was originally adopted in 1966. Until the new code was adopted, nearly every housing project, whether market-rate or affordable, required a rezoning to a unique Planned Development District in order to accommodate it. The City will continue to monitor use of its zoning code with an eye toward addressing issues that may impact the development of affordable housing.

Through its zoning code, the City now allows several additional housing types that it believes will encourage the development of additional affordable housing units:

- Accessory dwelling units (ADUs, sometimes called "granny flats") are now allowable as a conditional use on single-family lots, which can provide new small-scale affordable housing opportunities.
- Cooperative housing is more broadly allowed.
- In some zoning districts, housing projects with up to eight units are allowable as a permitted use. Under the previous code, any building with over two units required conditional use review. This was often onerous for small-scale projects or conversions.
- In many zoning districts, the code allows for and encourages residential units in mixed-use buildings. Previously, this was allowable only with unique Planned Development zoning.

Discussion:

The City is working toward establishment of a formal Development Services Center that would provide a central location for information on the development, review, permitting, and inspection processes of all City agencies. Staff of the Development Services Center would work to streamline the development process with the goal of improving timeliness, and thus reducing developer costs associated with developing affordable housing. Currently, City staff holds weekly Development Assistance Team meetings, which include staff from all agencies who would participate in the Development Services Center. The Community Development Division will participate in the operational aspects of this system as it is developed. The Division will also continue to review and evaluate its efforts to fund affordable housing, and where possible, seek Council action to remove non-financial obstacles to the construction of affordable housing within the City.

Fees and charges for land use requests such as re-zonings, conditional uses, and demolition permits, fees are waived for nonprofit groups, who sometimes do affordable housing projects.

Property tax exemption is another issue that impacts the ability to develop affordable housing. With the implementation of relatively recent State legislation, property owned by nonprofit benevolent associations can be developed as low-income housing and be exempt from local property taxes. Without this provision, owners

of these kinds of low-income housing projects would pay property tax, resulting in increased expenses that would almost certainly be passed on to tenants in the form of higher rents.

Community Development Division staff will continue to meet periodically with Third Sector Housing, a group of nonprofit housing development agencies. An important goal of these meetings will be to enhance coordination and collaboration associated with the development of affordable housing. The CDD will work with Third Sector representatives to identify ways to improve the capacity of nonprofit housing development organizations, and streamline the City funding and contracting processes.

AP-85 Other Actions – 91.220(k)

Any other actions planned to:

- **Address obstacles to meeting underserved needs**
- **Foster and maintain affordable housing**
- **Reduce lead-based paint hazards**
- **Reduce the number of poverty-level families**
- **Develop institutional structure**
- **Enhance coordination between public and private housing and social service agencies**

{ 2016 narrative forthcoming }

AP-90 Program Specific Requirements – 91.220(l)(1,2,4)

The City uses CDBG program funds to ensure decent affordable housing, to provide services to the most vulnerable in our communities, to create jobs through the expansion and retention of businesses and to support strong and healthy neighborhoods. Not less than 70 percent of CDBG funds are used for activities that benefit low- and moderate-income persons, and each funded activity meets one of the following national CDBG objectives:

- benefit low- and moderate-income persons,
- prevention or elimination of slums or blight, or
- address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community for which other funding is not available.

**Community Development Block Grant Program (CDBG)
Reference 24 CFR 91.220(l)(1)**

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	\$ 204,487
2. The amount of proceeds from Section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	\$ 0
3. The amount of surplus funds from urban renewal settlements	\$ 0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	\$ 0
5. The amount of income from float-funded activities	\$ 0
Total Program Income:	\$ 204,487

Other CDBG Requirements

1. The amount of urgent need activities	\$ 0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low- and moderate-income	100 %
3. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	2016

HOME Investment Partnership Program (HOME)
Reference 24 CFR 91.220(l)(2)

1. **A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:**

Not applicable.

2. **A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:**

The Community Development Division will use recapture provisions for all assistance provided as direct subsidies allowable in homebuyer activities per 92.254. Direct subsidies will be provided in the form of a zero percent interest bearing loan with shared appreciation due upon the sale, transfer of title or the unit no longer remaining owner-occupied. CDD will recoup the amount invested in the property plus shared appreciation. The recapture amount is based on the net proceeds available from the sale, rather than the entire amount of the HOME investment. "Net proceeds" is defined as the sales price minus superior loan repayment and any closing costs incurred by the borrower(s). CDD will record with the Register of Deeds a Mortgage and a written agreement with the City of Madison to enforce the recapture provisions and Period of Affordability requirements of 92.254 on each property.

3. **A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds [see 24 CFR 92.254(a)(4)] are as follows:**

All units acquired with HOME funds for homebuyer activities (92.254) are limited to a sales price of 95% of the median area purchase price, which is determined by HUD annually. Housing must be acquired by a homebuyer whose family qualifies as a low-/moderate-income family and the housing must be the principal residence of the family throughout the period of affordability. All homebuyers who receive financing through HOME homebuyer activities (92.254) will sign a written agreement and mortgage documentation directly with the City of Madison. These contract documents state that the homebuyer will ensure the property remains their principal residency during the period of affordability, as determined by the funding amount. The documentation also includes recapture provisions that ensure the City will recoup all or a portion of the HOME assistance to the homebuyer. Recapture is based on shared appreciation of the direct HOME subsidy provided to the homebuyer. The City of Madison cannot recapture more than is available from the net proceeds of a sale (whether voluntary or involuntary). "Net proceeds" are defined as the sales price minus superior loan repayment and any closing costs incurred by the homebuyer. The City's loan portfolio is reviewed annually to determine if the home remains the borrower's primary residence. This is done through tax assessment information and through sending verification through US Mail to the household, requesting a survey to be completed and returned by annual auditors.

4. **Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:**

The CDD does not plan to use HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds.

Emergency Solutions Grant (ESG)
Reference 91.220(l)(4)

1. **Include written standards for providing ESG assistance. (May include as attachment.)**

{ updated standards chart forthcoming }

2. **If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.**

In 2013, the City of Madison convened a committee of CoC providers for the purpose of designing a local model to address the need for a crisis response to providing emergency housing and services to homeless persons and those at imminent risk of homelessness. A survey was designed and implemented by the represented agencies, to ascertain how homeless persons prefer to receive information and referrals to necessary housing and services. The group created a model that became the basis for a 2013 City request for proposals to identify a nonprofit entity to provide these services. Community Action Coalition for South Central WI, Inc. (CAC) was selected, a contract negotiated, and services started in the fall of 2013. The project is funded entirely with City money.

The initial phase of the coordinated entry system, known as the Housing Crisis Hotline, was designed to provide information and referral to all callers. In 2014, the City's Community Development Committee approved an increase in City-funding to CAC to expand on the Phase One activities on in two ways: a) add homeless single adults to the pilot population that receives a full assessment and supportive services, and b) support one entry point for all homeless families with children through The Salvation Army. These efforts continued in 2016.

The change to one entry point for homeless families with children includes use of the VI-SPDAT assessment tool to assist in quantifying the vulnerability of each household in order to ensure that those most in need are prioritized for shelter. This provides an easier and less stressful way for families to access needed short-term safety net housing. It also eliminates the need to call more than one shelter for openings and the need for households on the prioritized list to call each day to indicate that the need for shelter still exists. As part of this change, Hotline callers are now greeted with a message that directly connects homeless individuals and families with the appropriate shelter provider, while also providing an option to talk with Hotline staff. The contract between the City and CAC will run through the end of 2016.

3. **Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).**

Emergency Solutions Grant (ESG) funds are combined with other federal (HOME, CDBG) and City funds as part of the biennial summer funding process. The CDBG Committee generally approves a funding framework document that describes what activities will receive priority as part of its request for proposals in the spring every two years. This framework is made available to local nonprofits and other stakeholders. After reviewing proposals and receiving information from the public, funding decisions are generally made by the CDBG Committee and submitted to the Common Council for approval as part of the annual operating budget process. Funded agencies then enter into two-year contracts with the City and start providing housing/services at the beginning of the next calendar year.

4. **If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.**

The City contracts with nonprofit organizations providing housing and services to homeless and at-risk households using City, state and federal funds. The City receives ESG funds in its role as an entitlement grantee, and also receives ESG funds that pass through the state, as the collaborative applicant for Madison/Dane County CoC agencies. A requirement for receiving city, State or federal dollars is that at least one homeless or formerly homeless person serve on either the agency's board of directors or other policy making group. Each agency must identify to the City which board member fills that requirement. The information is noted by the City as having complied with the homeless participation requirement, while maintaining the confidentiality of the individual if desired. The disclosure of homeless status is then in the hands of the individual board or committee member.

In addition, the Homeless Services Consortium (HSC), which serves as the area's CoC, has many members who are homeless or formerly homeless. Of the eleven voting members of the HSC Board of Directors, two elected members are homeless or formerly homeless, as mandated by the group's bylaws. All State and federal funding decisions are reviewed and approved by the HSC Board of Directors.

5. **Describe performance standards for evaluating ESG.**

NEED TO VERIFY WITH CoC

The CoC created a list of criteria for both ESG- and CoC-funded programs. Each agency's performance on a specific outcome is awarded a point value determined by the Peer Review and Evaluation Committee, outside of a specific funding process. The points are totaled and agency programs are ranked from highest to lowest. The agency is only ranked on those criteria that are applicable to its program. The score is a percentage of the number of possible points, and is used by the agencies to determine which programs are funded. The following criteria are used specifically for proposals for ESG funds:

- Agency is on-course to spend 100% of its awarded funds by the end of the contract;
- Agency is on-course to meet its proposed goal number of households receiving assistance;
- 100% data quality in Wisconsin ServicePoint;
- Frequency at which the agency solicits client feedback on services provided;
- Agency submits requested reports to the City in a timely manner;
- Agency's program served: (a) chronically homeless, (b) persons with mental illness or AODA, (c) veterans, (d) victims of domestic abuse, and/or (e) served unaccompanied youth;
- Agency meets goal for % of participants remaining or leaving for stable housing;
- Agency meets goal for % of participants who did not enter shelter within 12 months;
- Agency meets goal for % of participants who maintain housing at six months; and
- Agency meets goal for % of unsheltered participants who move into housing.